Office of Diversity, Equity, and Inclusion
2021 Annual Report

Honorable Mayor and City Council and City Leadership:

I want to express appreciation for your leadership in supporting the building of a shared definition of diversity, equity, and inclusion (DEI) and infusing equity into the City's vision, mission, policies, and practices.

In the summer of 2021, I engaged in partnerships focused on advancing equity throughout the City of Springfield and the community. This summary outlines the Advancing Equity model, which represents the foundational equity, diversity, and inclusion departmental accomplishments and the work of the current Office of Diversity, Equity, and Inclusion Director.

Activities

Over the past seven months, during my engagements with City departments and community leaders:

1. I initiated samples of professional development training sessions and presentations. I gained positive feedback from City employees. By conducting diversity and inclusion focus group bunch-tests, these observations are essential for future reference.
2. In addition, I built relationships with City department heads and community organizations from different sectors; therefore, these relationships will flourish as we will develop more focused plans.
3. Moreover, I facilitated the Mayor's Commission on Human Rights and Community Relations and co-facilitated the Mayor Initiative on Equity and Equality. My initial efforts were to analyze the function of the City's commission with the community and identifying future business opportunities.

As outlined in the next section, I made significant progress on concerns and challenges expressed by the department heads and community partners. As the Diversity, Equity, and Inclusion Director, I was honored to be the Keynote Speaker for the NAACP Freedom Fund Banquet, attended by diverse representatives, including our very own Mayoral leadership.

My initial engagement with the 2021 Community Focus Report for Springfield and Greene County—the biennial report card—highlights the community's strengths and challenges. In addition, I provided the workshops and presentations with community partnerships-public, private, and social organizations.
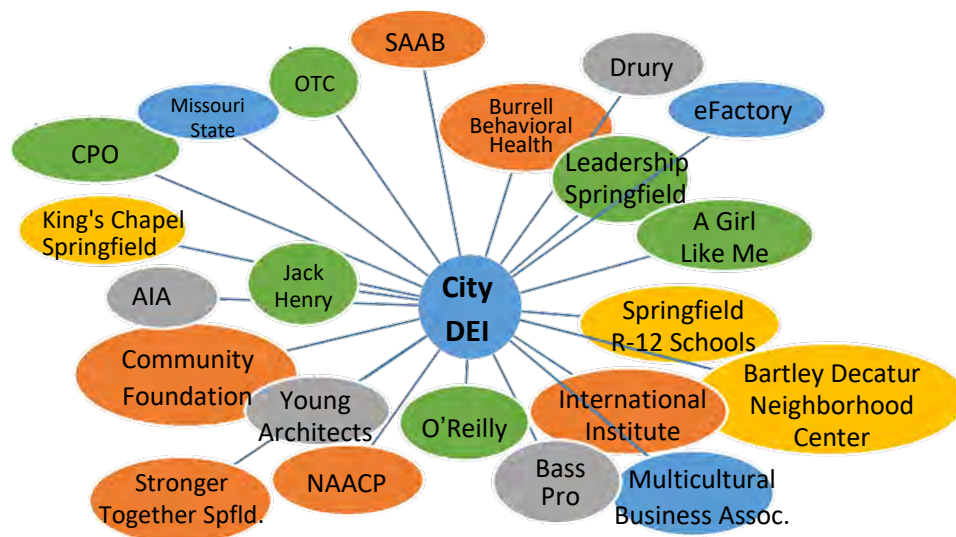

Challenges into Opportunities

As Director of Equity, Diversity, and Inclusion, I realized some challenges; however, I was inspired to turn the obstacles into opportunities by planning to implement innovative approaches. One of the most significant challenges included aligning various perspectives of applying diversity, equity, and inclusion in Springfield and building a connection with customers in culturally diverse and inclusive approaches. These challenges serve as opportunities to strive for the highest diversity, equity, and inclusion standards. These values are more important than ever in a national climate that feels increasingly divisive and hostile.

Outcomes

As we reflect upon the seven months, I look forward to joining with all of you in the spirit of a shared purpose. I am confident that we will reach the goal of building access to tools and resources that promote inclusive workplaces and City procurement opportunities. We have engaged in early outputs toward creating City-wide inclusive practices by incorporating focus groups, analyzing data, and working across city lines.
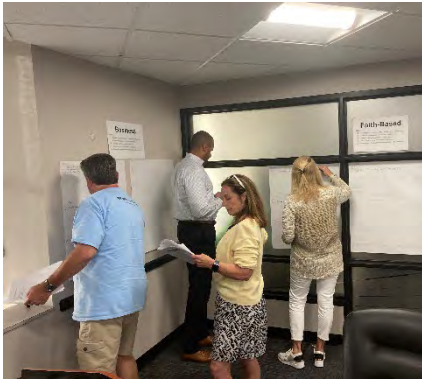
- We developed a blueprint of an intercultural and equity professional development curriculum to match the needs of the City's training materials, such as employment orientations and other service-related functions.
- Our work with the Mayor's Initiative on Equity and Equality positioned the group to present its guiding principles to the Mayor and the City Council by March 2022.
- The Mayor's Commission on Human Rights and Community Relations is ready to identify the areas for revamping their services and roles in the city.

Next Steps

We plan to deliver inclusive policy infrastructure and public-private program partnerships that expand access to talent pools, enforce fair and equitable employment, housing, public accommodations, education practices, and assist in promoting vibrant and inclusive city economies. The following actions

outline the next steps in the progression of diversity, equity, and inclusion efforts for the City of Springfield:

1. Centering diversity, equity, and inclusion in the Office of Diversity, Equity, and Inclusion to support City departments with applicable, productive, and consistent outcome driven systems;
2. Advancing diversity, equity, and inclusion to promote, establish, and implement equity in the organization;
3. Building an international, national, and local membership and partnership to continue to research for best practices; and
4. Formulating a process to engage City leadership and staff to build a healthy, positive, and inclusive workplace and model for the community.

Respectfully submitted,

Taj Suleyman
Director of Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion (DEI) Annual Report-2021

City Manager's Office
Office of Diversity, Equity, and Inclusion

The people of our community are the only reason we are here.
Therefore, we are committed to **working with the community** to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield.

We will achieve this through:

- **Integrity and Pride of Service -** In everything we say and do, and with dedication to quality.

- **Cooperation and Communication -** With one another and with citizens to ensure open government and open management with no surprises.

- **Continuous Improvement of Services -** Through cost-effective utilization of people, materials, and technology.

- **Leadership and Knowledge -** Through staff training and development.

- **Innovation** - In how we meet present and future needs of our city.

CITY MISSION STATEMENT

CITY OF
Springfield

"A great nation does not hide its history."

- "This museum tells the truth that a country founded on the promise of liberty held millions in chains, that the price of our union was America's original sin."

- "A great nation does not hide its history," he said. "It faces its flaws and corrects them."

  -President George W. Bush

  (African American Museum, 2016)

CITY COUNCIL ON INCLUSION

City of Springfield
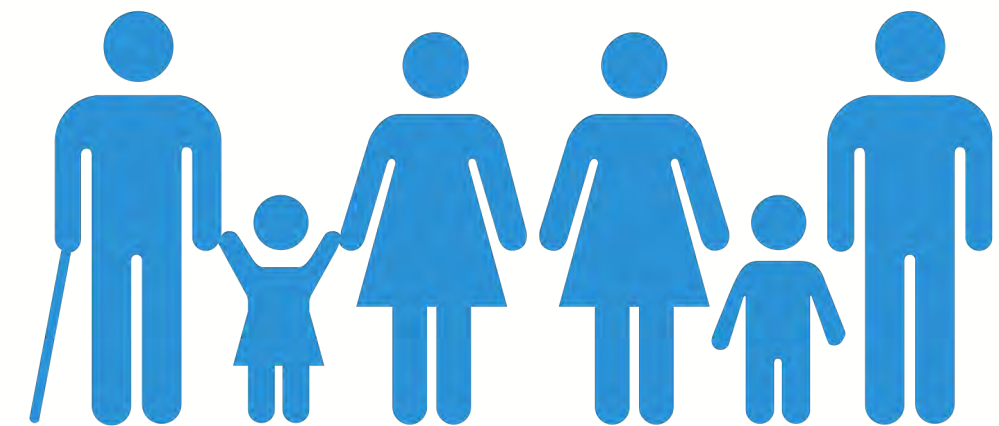
Diversity?

Diversity is the presence of differences within a given setting. In the workplace, that can mean differences in race, ethnicity, sex, gender identity, age, and socioeconomic class, etc.

Equity?

Equity is the act of ensuring that processes and programs are impartial, fair, and provide equal possible outcomes for every individual.

Inclusion?

Inclusion is the practice of ensuring that people feel a sense of belonging in the workplace. This means that every person feels comfortable and supported by the organization when it comes to being their authentic selves.

COMPLIANCE vs COMMITMENT

- Reactionary
- Passive
- Forcing
- Following orders

- Proactive
- Active
- Inviting
- Take initiatives

Let's talk about our community

Census comparison 2010-2020 Census data

Springfield, MO - Census Metro Population
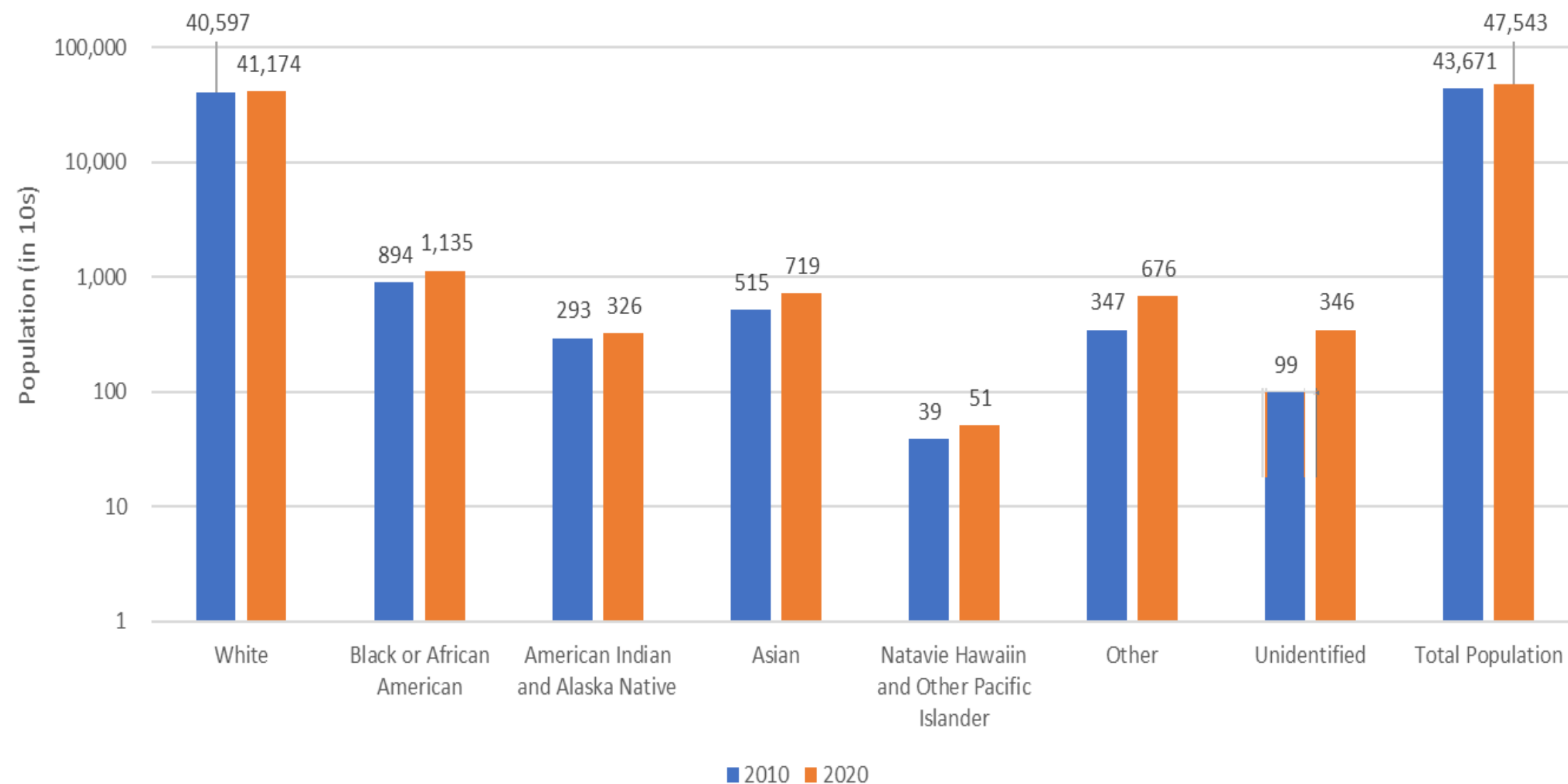
- Increase in minority population

- Evident that SGF minority community is growing

Springfield, MO, Public Schools - Student Count (by Ethnicity)				
Ethnicity Category	2018-2019	2020-2021	VAR	VAR %
White	19,430	17,398	(2,032)	-10%
Black	2,075	1,943	(132)	-6%
Hispanic	1,722	1,864	142	8%
Multiple	1,380	1,413	33	2%
Asian	835	745	(90)	-11%
Total	**25,442**	**23,363**	**(2,079)**	**-8%**

Student VAR Analysis				
Category	2018-2019	2020-2021	VAR	VAR %
White (only) Students	19,430	17,398	(2,032)	-10%
Non-White (only) Students	6,012	5,965	(47)	-1%

Highlights

White (only) student population decreases at a quicker rate than Non-White (only) student population

Springfield Public Schools Demographical Data

SPS Analytics, Accountability and Assessment / Analytics, Accountability and Assessment Home

2019 Poverty Census (% of Pop. Below Poverty Line based on Race Categories)

"Springfield Census Poverty Rates".
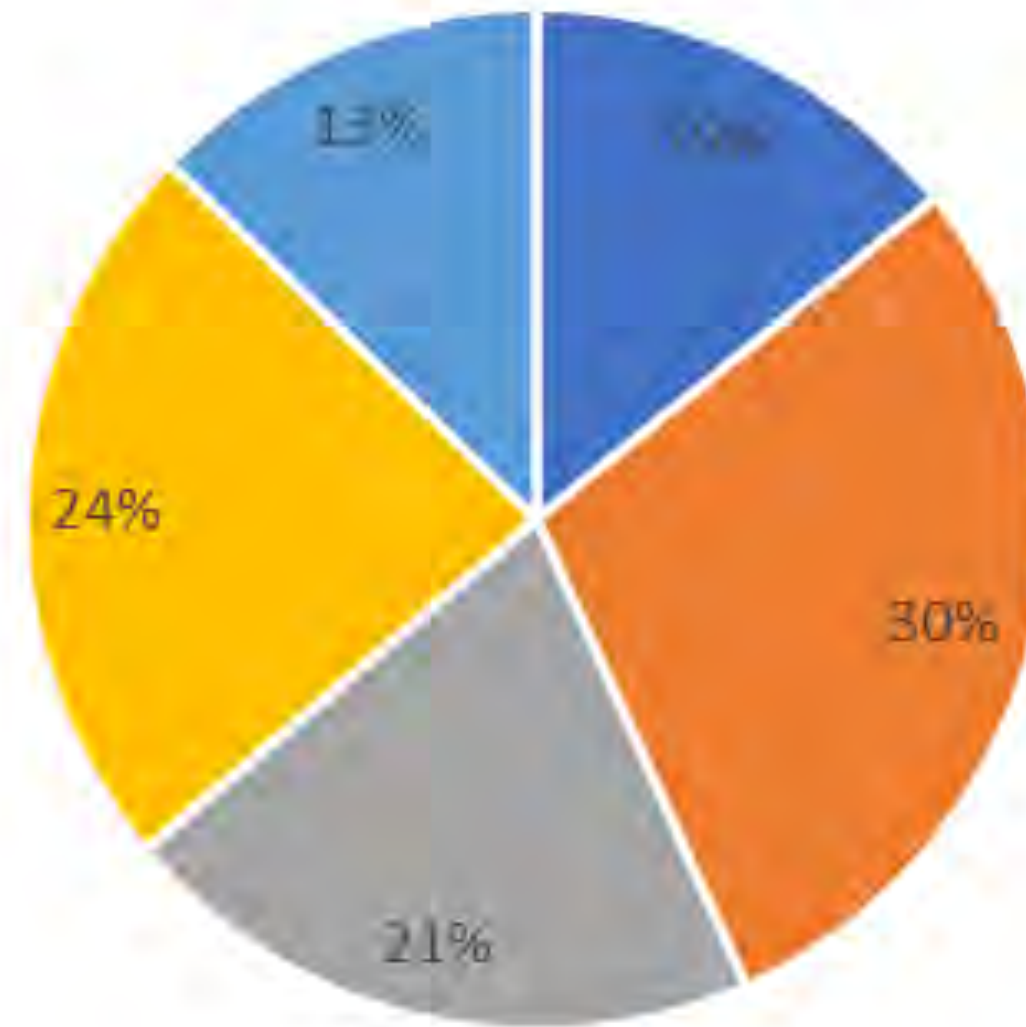
- White alone
- Black or African American alone
- Asian alone
- Two or more races
- Hispanic or Latino

13% · 30% · 21% · 24%

How many languages are represented in Springfield School District today?
" SPS English Language Development Department".

Approximately 79+

Change is Accelerating …
and our needs are changing, too.

- Aging population
  - *Physical & financial challenges*

- Language
  - *Native languages also signal cultural differences*

- Youth
  - *More diverse than ever*

CITY OF Springfield

FUTURE MICROCHIPS
Pushing Performance Boundaries

A VIRTUAL ECONOMY
Real Cash from Fantasy Worlds

SCIENTIFIC AMERICAN

How to Cure 1 BILLION PEOPLE
page 90

www.ScientificAmerican.com

Life in the Multiverse
Could the strange physics of other worlds breed life?

THE 1,226 RICHEST PEOPLE ON THE PLANET
SPECIAL ISSUE

Forbes

SARA BLAKELY
THE LIST'S YOUNG

Morgan Stanley

HBR.ORG   NOVEMBER 2011

Harvard Business Review

106 Innovation
The Great Repeatable Business Model
Chris Zook and James Allen

134 Technology
Everything You Need to Know About "The Cloud"
Andrew McAfee

27 Idea Watch
What Business Can Learn From Organized Crime
Marc Goodman

PLUS:
about teria

What Great Companies Do Differently

They create value for society, solve the world's problems, and still make money, too.

Cloverpop
enterprise decision making

salesforce

cts

Why the DEI position is so important in the organization:

City and community reflection and highlights
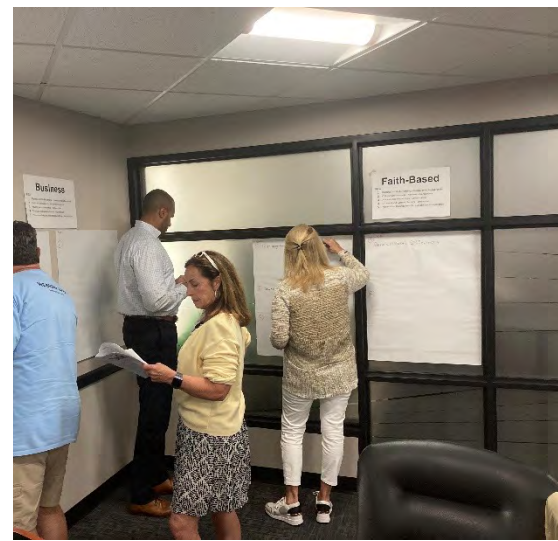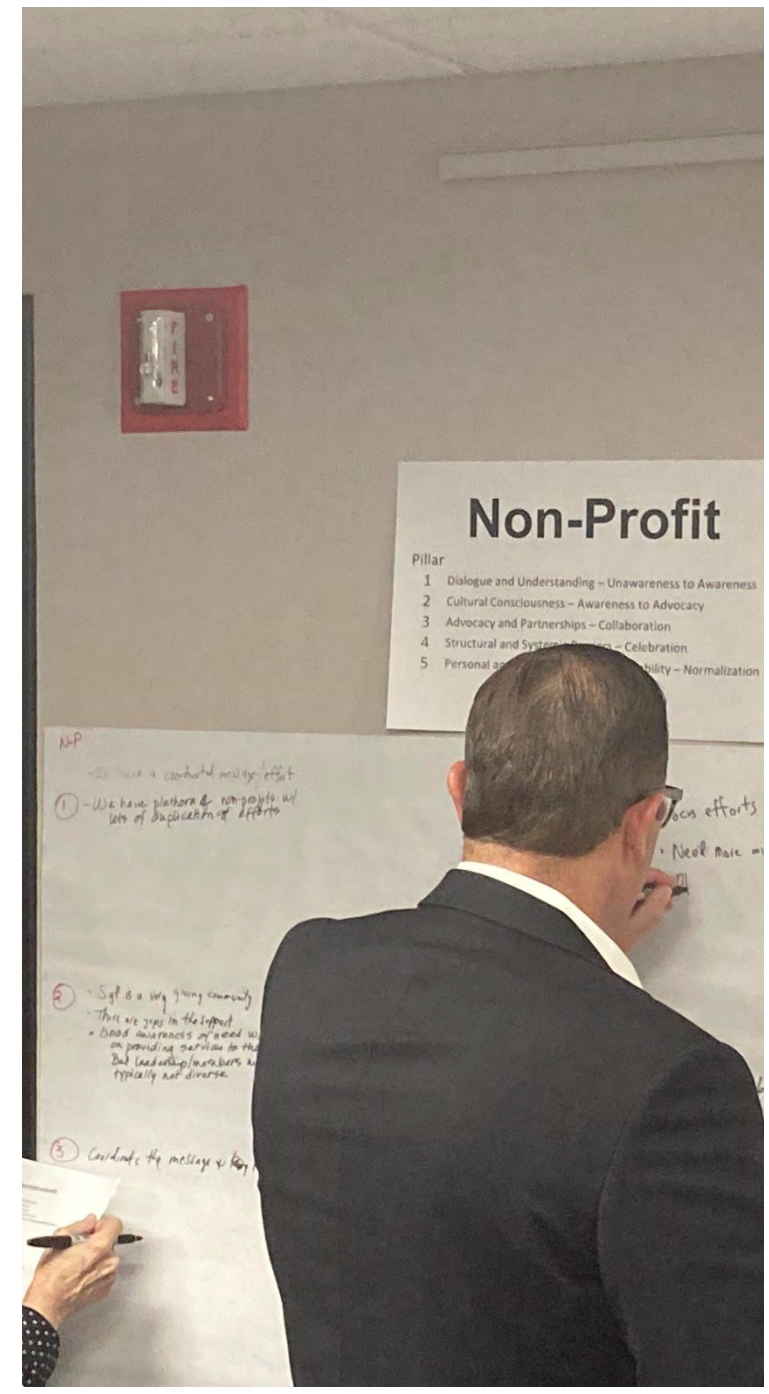
by Taj Suleyman, City of Springfield

the community, concomitantly intensifying on equitable community engagement, in order to develop a stronger community leadership capacity by leveraging what already is working and adding more inclusive definitions to leadership.

For instance, the Community Focus Report has been so essential in bringing awareness, inviting more inclusive and equitable outcomes across community organizations to overcome disproportionality when addressing intersectionality assure that our current and future generations represented by diverse demographics are empowered, engaged and valued. An effective additional tool would be ethnography and interpretive methods of research to complement and enhance the report's existing data-collection efforts.

ssing
al and
to diverse

![City of Springfield logo]
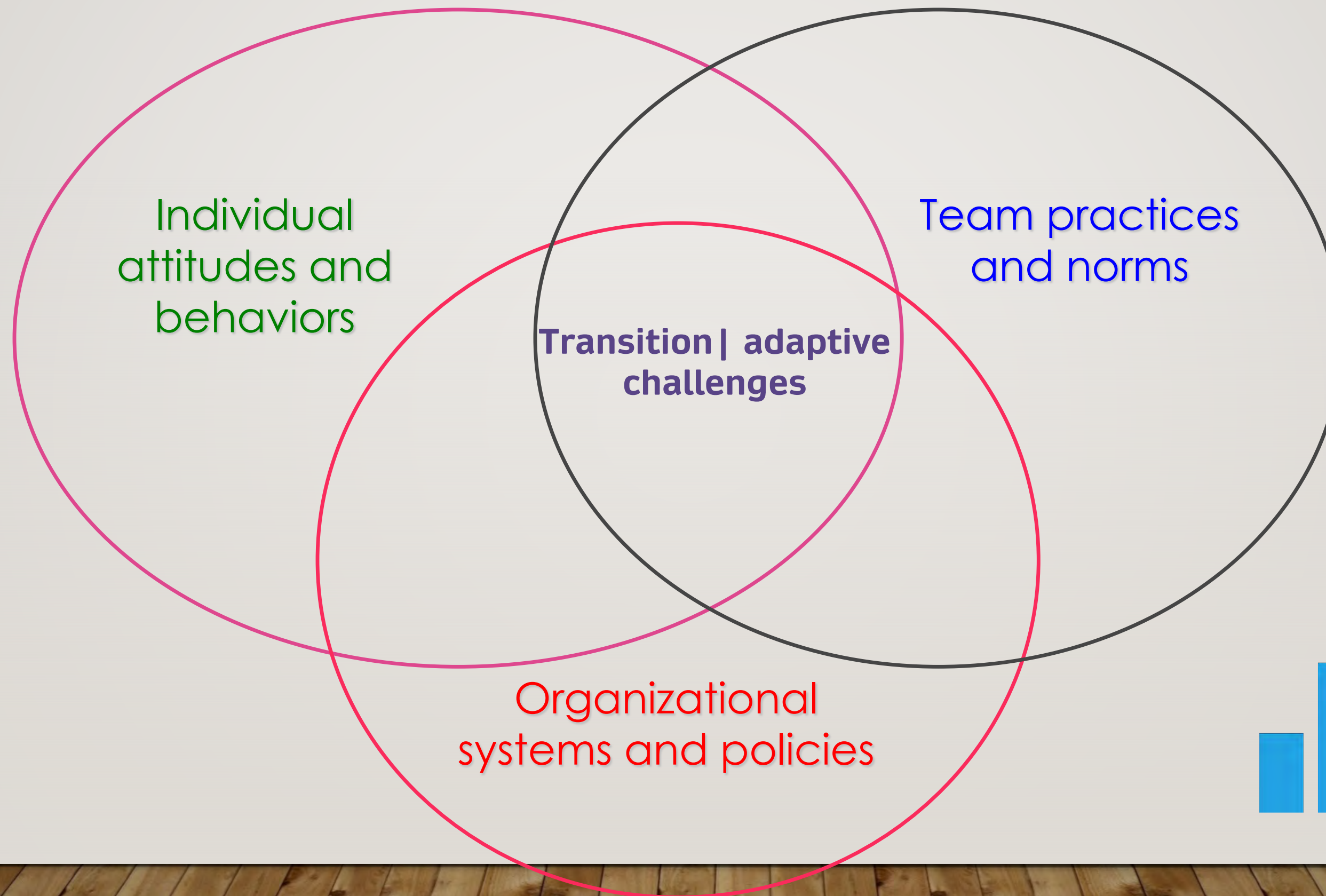
Inspired by the Equity and Empowerment Lens three factors model:

Individual factors:
- Emotional intelligence, self–awareness, cultural identity, Understanding the interconnectedness between people and context.

Institutional factors:
- Practices and procedures that are effective for a variety of people from different backgrounds to foster inclusive participation and contribution.

Systemic factors:
- Collaboration across sectors to remove barrier and advance policies that create an equitable culture.

Individual

Institutional

Systemic
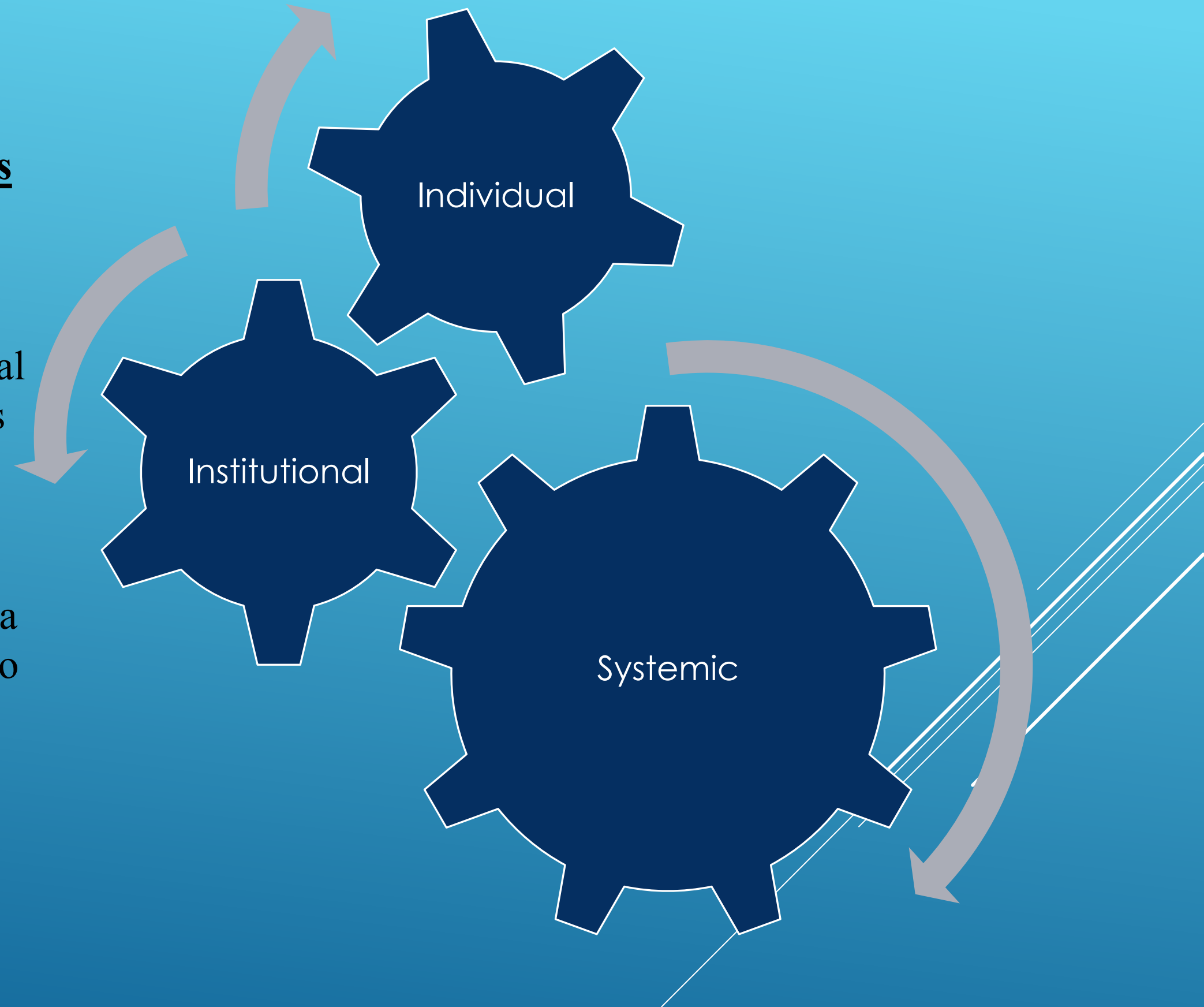
FORWARD-MOVING WITH ADMINISTRATIVE MEMORANDUM #55

Diversity Guidelines and Statement of Intent

A. EQUITY ROADMAP

- **Forming a Diversity, Equity, and Inclusion Core Team.**

- **Inclusive Purchase of Services: Develop opportunities for under-represented businesses to participate as a City of Springfield grants or contracts.**

- **Workforce: Create a diversified workforce, further data on who makes up the applicant pool, have more accessibility to Affirmative Action data.**

- **Developing DEI related goals that will be outcome driven: Further analysis of data applicable to Diversity, Equity, and Inclusion.**

B. EQUITY ROADMAP

- **Services: Reduce disparities in economic opportunity such as housing, health, education, safety, transportation, and arts & culture through collaboration with communities and institutions.**

- **Equitable Community Engagement: Develop partnerships with community organizations to engage diverse communities regarding department project, program, policy, and possibly budget priorities.**

- **Asking ourselves who is to add to the table.**

Diversity, Equity, and Inclusion enterprise-wide
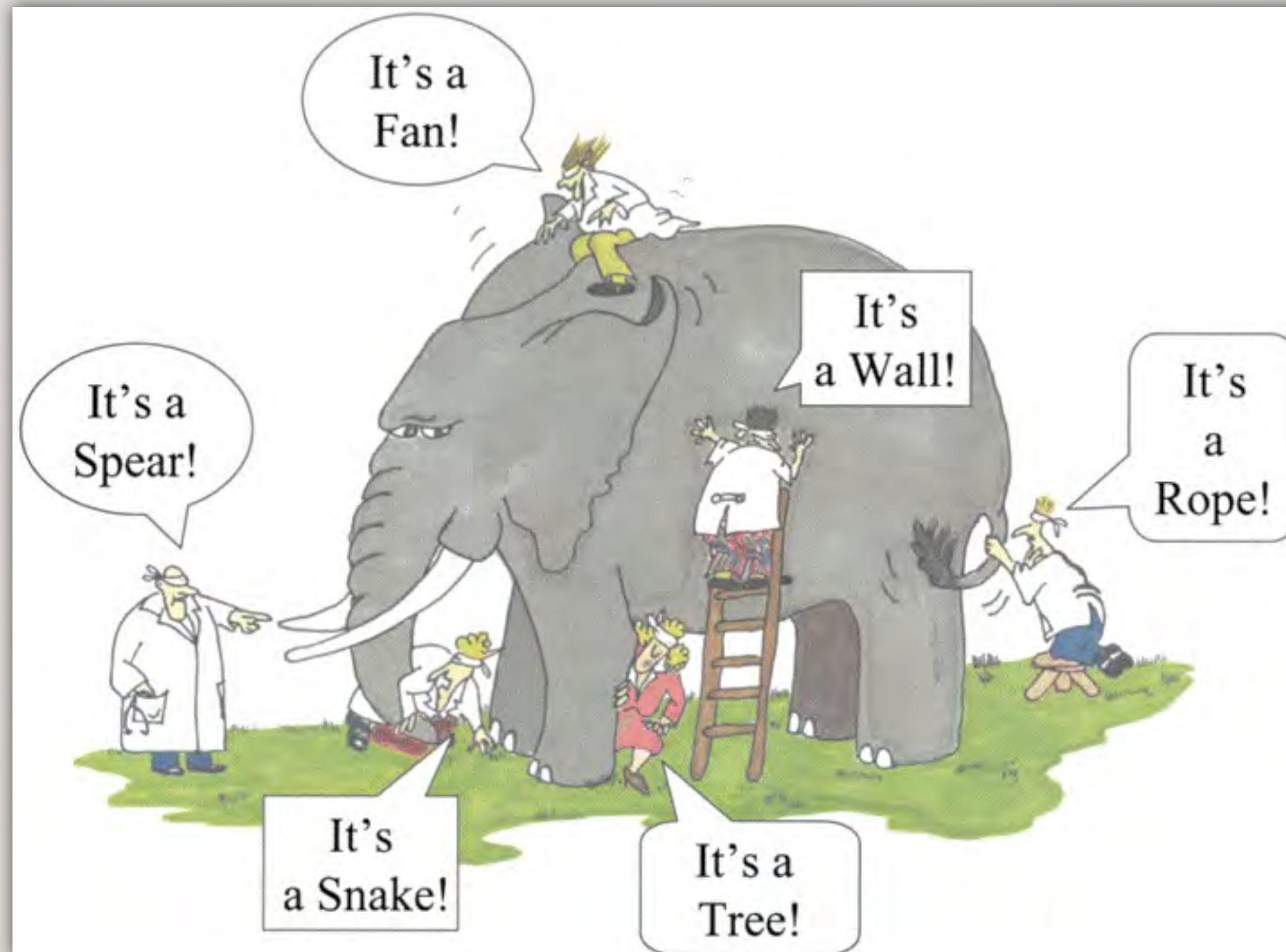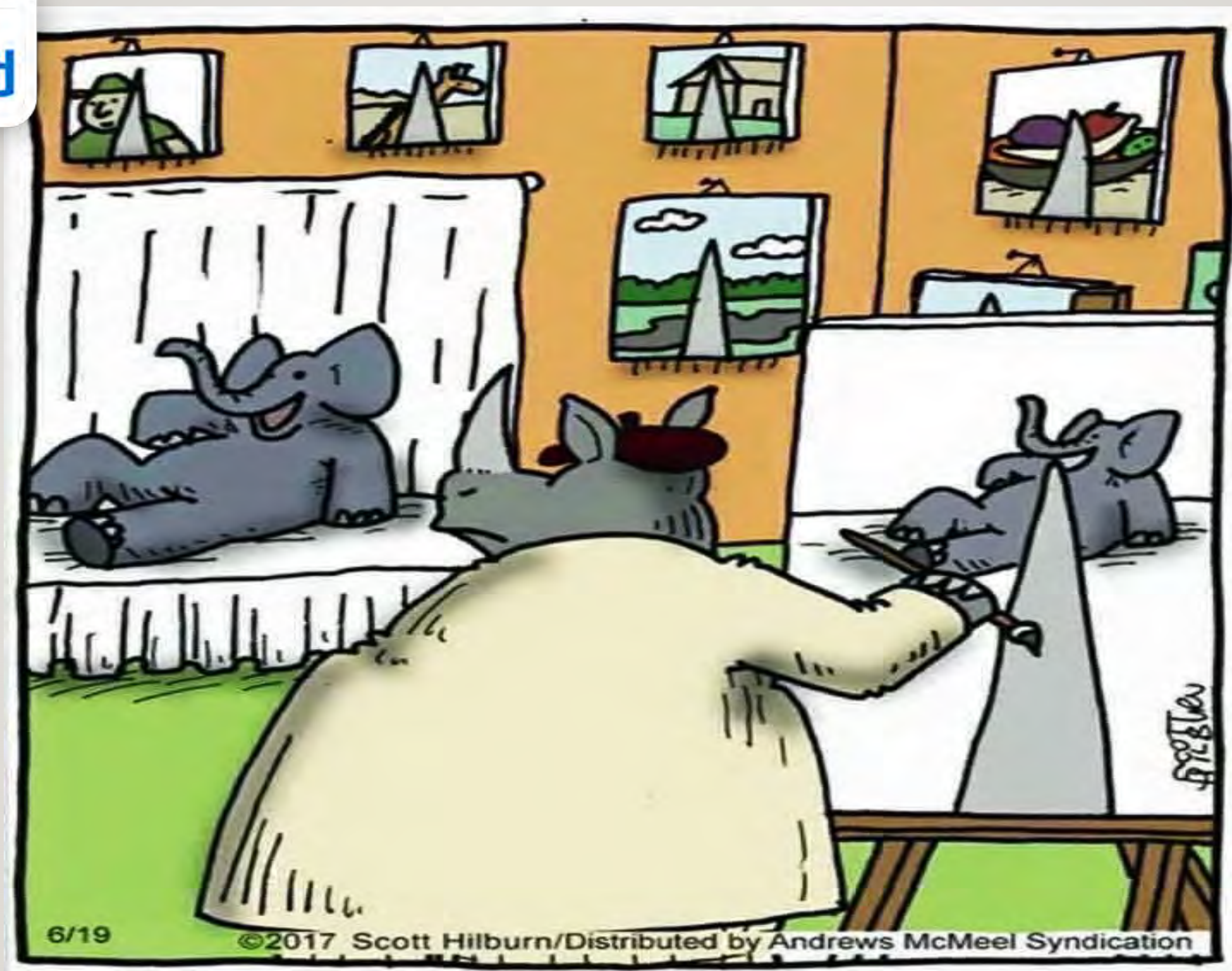
THE ICEBERG MODEL OF CULTURE

CITY OF Springfield

Primarily IN Awareness

Fine Arts   Food
Clothing
Traditional Dances   Language
Cultural Symbols

Primarily OUT OF Awareness

Incentives to Work   Concept of Justice
Patterns of Superior/Subordinate Relations
Tempo of Work   Patterns of handling emotions
Patterns of Group Decision Making
Conception of Cleanliness   Conception of Status Mobility
Eye Behavior   Body Language
Approaches to Problem Solving   Attitudes toward the Dependent
Theory of Disease   Ordering of Time
Roles in Relation to Status by age, sex, class, occupation, kinship, etc.
Notions of Leadership   Nature of Friendship
Conception of Past & Future
Patterns of Communication   Preference For Competition or Cooperation
Patterns of handling conflict   Social Interaction Rate   Notions of logic and validity
Facial expressions   Arrangement of physical space
AND MUCH, MUCH MORE....

Bias Potential hot spots that influence our individual, institutional, and systemically approaches

- Screening résumés
- On-boarding
- Mentoring
- Termination
- Performance evaluation
- Engagement
- Development opportunities
- Identifying high performers
- Assignments to teams
- Project Strategic Planning

- Interviewing
- Coaching
- Promotion
- Procurements
- Services
- Budgeting

BEST PRACTICES

- ICMA
- GARE
- Policy Link
- Other nationwide municipalities
- And more…

Disadvantaged Business Enterprise Participation and Fair Labor Practices - Proposals

- How can we enhance the accessibility to our community and transparency in the process that is unique to our Springfield?

Racial Equity Impact Assessment Guide

When conducting this review process, please a) consider organizational and cultural diversity, b) include members who regularly engage with communities or connect with key affected parties/stakeholders, c) involve managers and leadership, and d) engage subject-matter and feasibility experts.

Purpose: Ensure that equity impacts are rigorously and holistically considered and advanced in the design and implementation of the proposed action (plan/policy/program development, operations modification, capital programs/projects, etc.)

REMEMBER: For each stage of the EIR process, consider how these frameworks of equity are being impacted.

EQUITY IMPACT REVIEW PROCESS

1. Scope
2. Assess Equity & Community Context
3. Analysis & Decision Process
4. Implement
5. Ongoing Learning.

Guided by community priorities
Informed by current equity conditions

Racial Equity Toolkit / Framework

CITY OF Springfield

Step 1. Set Outcomes

Leadership communicates key community outcomes for racial equity to guide analysis

Step 2. Involve Stakeholders + Analyze Data

Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity

Step 3. Determine Benefits and / or Burden

Analyze issues for impact and alignment with racial equity outcomes

Step 4. Advance Opportunity or Minimize Harm

Develop strategy to create greater racial equity or minimize unintended consequences

Step 5. Evaluate. Raise Racial Awareness. Be Accountable

Track impacts on communities of color overtime. Continue to communicate with and involved stakeholders. Document unresolved issues

Step 6. Report Back

Share information learned from analysis and unresolved issue with Department Leadership and Change Team

Equity Analyst for City Policies and Practices

# Moving beyond "Affirmative Action", we plan and analyze…

- Job Group Analysis and Organization Profile
- Determining recruitment areas and feeder groups
- Conducting internal and external availability calculations
- Determining incumbency vs. estimated availability
- Developing placement goals for the current plan year
- Generating data analysis reports for individuals with disabilities (IWD) and Veterans
- Calculating IWD utilization and VETS hiring benchmarks results
- Calculating adverse impact on personnel actions

## Parts of an Affirmative Action Plan

- Organizational profile
- Job group analysis
- Utilization analysis
  - Placement of incumbents in job groups
  - Determining availability
  - Comparing incumbency to availability

- Placement Goals
- Additional Required Elements
  - Designation of responsibility
  - Identification of problem areas
  - Action-oriented programs
  - Internal audit and reporting systems
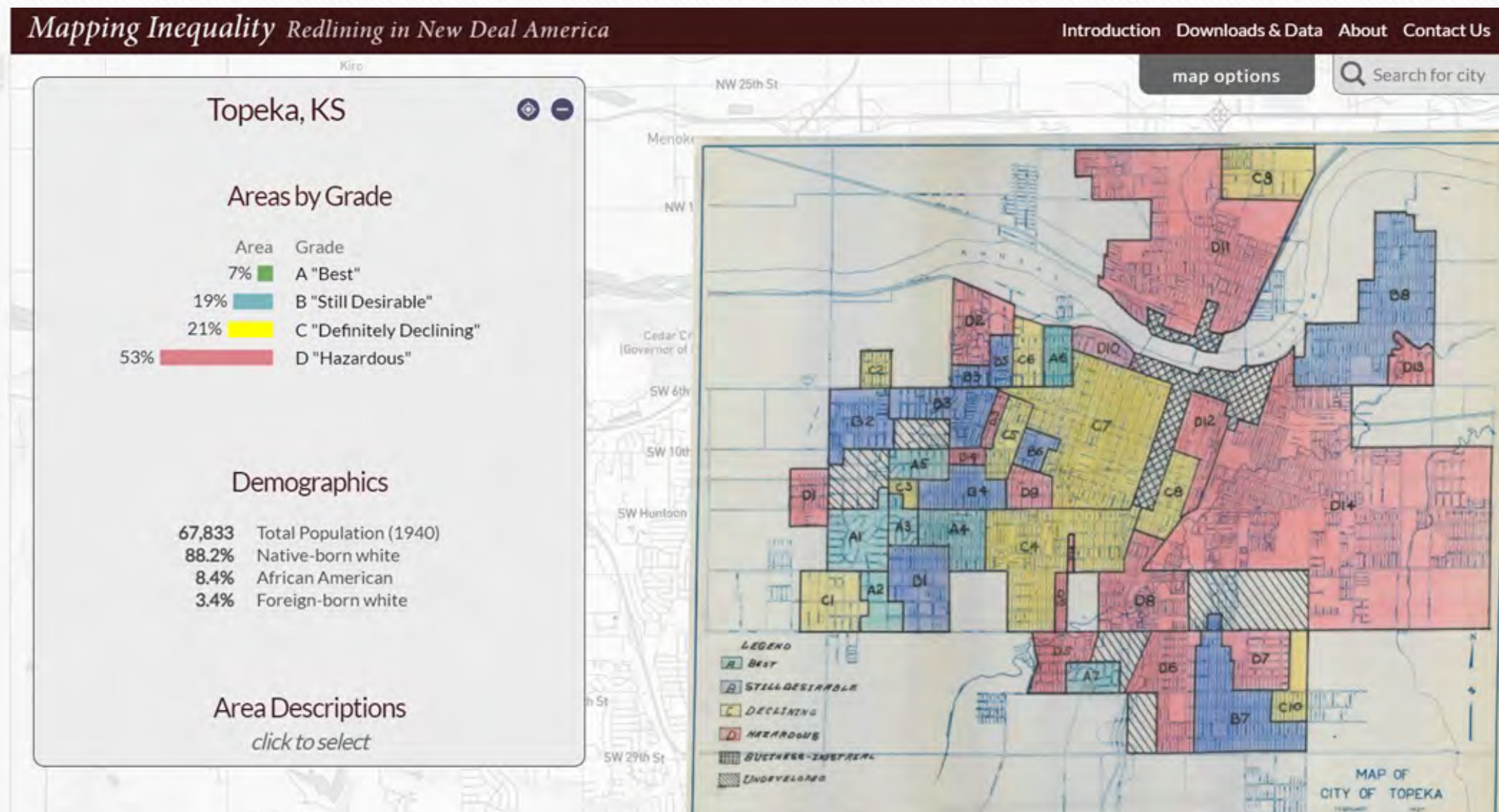
Development of City Equity Dashboard
(An example)
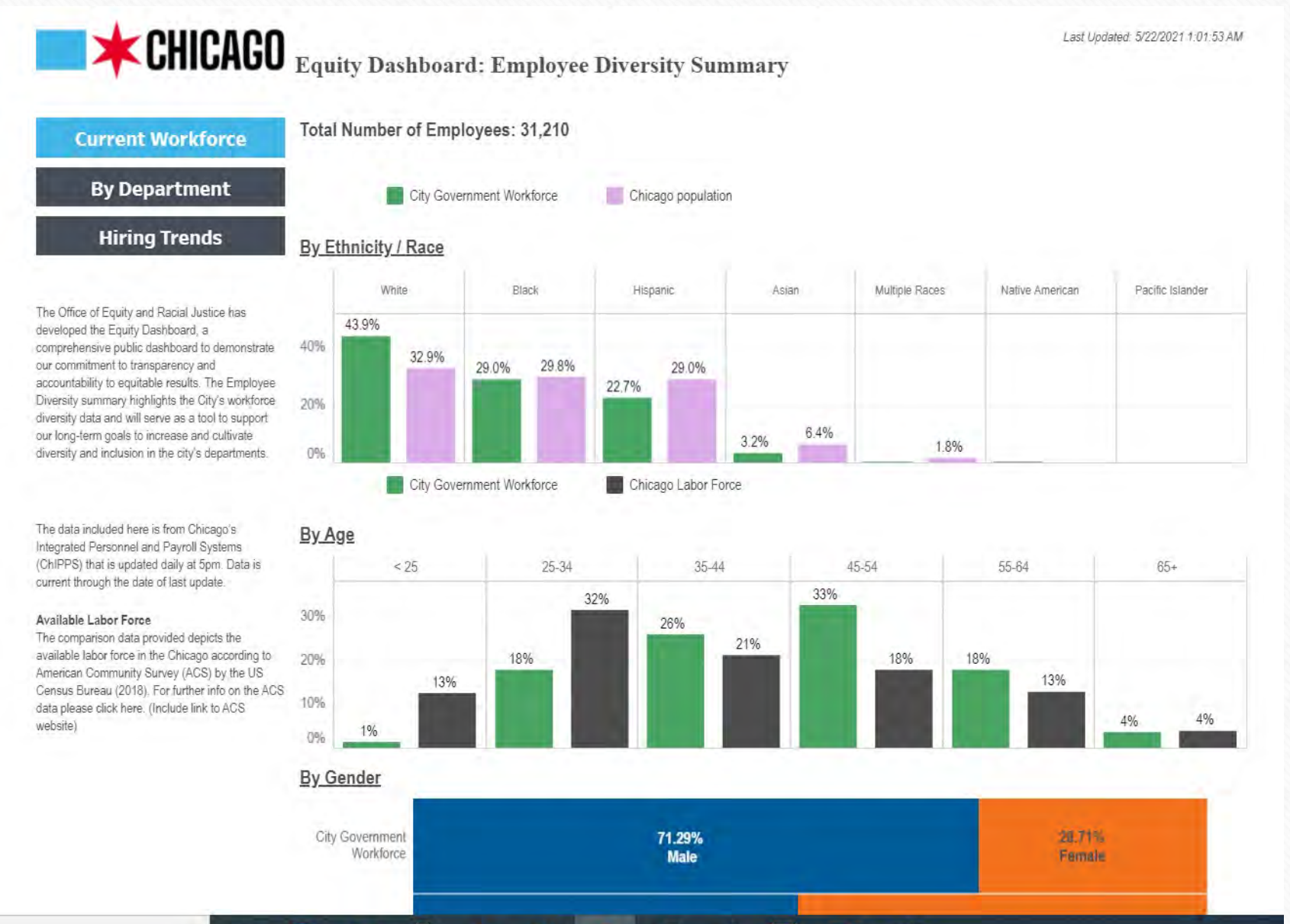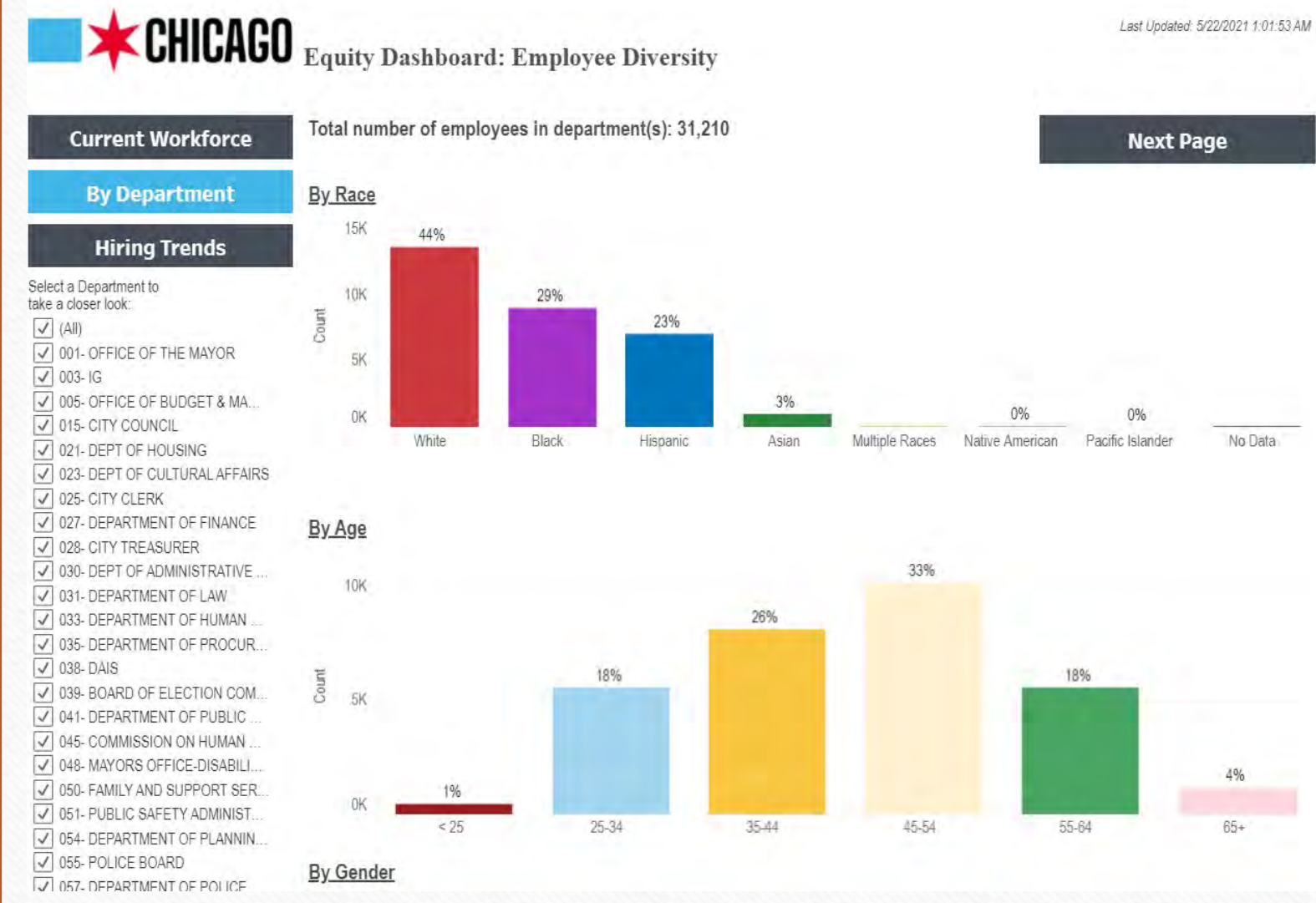
Enhancing Locational Intelligence with An Equity Lens (Geography, Demography, GIS)
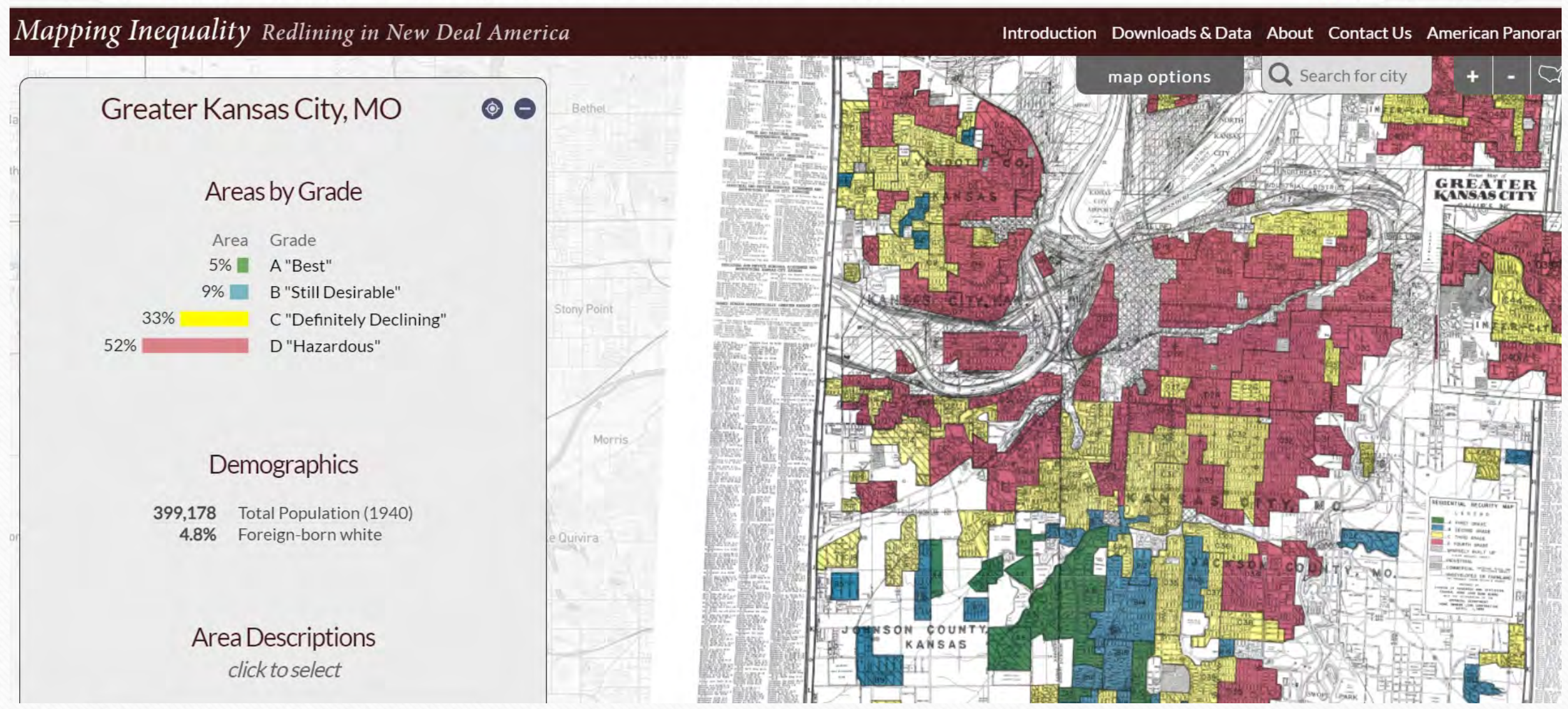
Enhancing Locational Intelligence with An Equity Lens (Geography, Demography, GIS)

Thank you!

Questions|Reflections|Recommendations